

A Comparative Study on Effectiveness of Training and Development Methods: Signode India limited and Sanjay Technical Services Private limited

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Abstract:

Training is a systematic process for transferring the technical knowledge to the employees to increase their knowledge and skills in order to do their specific jobs with proficiency. The purpose is to achieve a change in the behavior of the trained employees and enable them to perform better. The need for the study is for individual employee development to achieve organizational development. The methods of delivery play an important role in training and development. Maintaining the trainee's interest in the topic and bring in effective learning and better results for the organizations is only possible through better training methods. The project studies two manufacturing companies Signode India and Sanjay Technical ltd. The aim of this study is to study and compare the role of training and development in Signode India and Sanjay Technical ltd. It studies and compare various methods that are used in training and development of employees in the two manufacturing companies.

Introduction:

J.P. Campbell states that "training is a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for a definite purpose".

In any organization the needs assessments are performed to examine the problematic areas and to identify the prospective solutions. If the discovered need requires training, then a proper training plan is developed, which starts with identification of the training needs and procedures followed by training, and later, evaluation.

When there is a gap between the desired performance and the actual performance due to the lack of right skills and knowledge the training serves its purpose enabling the employees to carry out their work efficiently. Proper analysis of the problem has to be done to identify whether the training is the solution for that problem. In case training is proved to be the solution then the objective of the training program has to be formulated.

Based on the need analysis the employers decide the training methods for the delivery of content to the employees based on the availability of resources, time, and budget given for training. The need for Training & development evolves in order to fill the gap between standard performance & actual performance of the employee. There are numerous kinds of training methods utilized by trainers in the organisations. The designer of training program requires to be adept in equalling the best method with the training objectives.

The training procedure should be organised in a logical manner to obtain the maximum benefits from it. The procedure involves four stages:

- a. Assessment of training and development program's needs.
- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program

The aim of this study is to find the effectiveness of methods used in training employees and evaluation of training programs. The study focusses on how the training and development practices are utilised as strategies to enhance organisational effectiveness.

RESEARCH METHODOLOGY

OBJECTIVES OF THE STUDY

1. To study and compare the role of training and development in both the companies.
2. To study and compare various methods that are used in training and development of employees in the two manufacturing companies.
3. To analyze the level of satisfaction among the employees with respect to training activities
4. To find out the most effective methods for learning and development from an employee perspective of selected companies.

HYPOTHESIS:

H0: There is no significant association between type of organisation and rating of the training programs organised

H0: There is no significant association between the type of organization and the satisfaction level of the employees towards effectiveness of the training program.

H0: there is no significant association between the type of organisation and extent of execution post training

H0: There is no significant association between employee satisfaction and employee performance

H0: There is no significant association between training towards employee and organisation development to employee morale

H0: There is no significant association between employee satisfaction and knowledge acquired

H0: There is no significant association between organization of training programs to better understanding of the job function

H0: there is no significant association between satisfaction of the employee to training helpful for promotion

SOURCES OF DATA

- **Primary data collection:**

A structured questionnaire will be prepared based on the training methods used for the various skills and is circulated online.

- **Secondary data collection:**

Here the data is collected from the internal resources. Research papers, management books, journals, and reports from the company website are to be used for collecting the data.

SAMPLE FRAMEWORK**Sample Size & Sample Design**

From Signode India 55 employees were taken and from Sanjay Technical 30 employees were selected through convenience sampling process.

DATA ANALYSIS AND RESULTS**Hypothesis testing using Chi-Square Test**

- 1) **Significant association between type of organisation and rating of the training programs organised**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1.721 ^a	6	.943
Likelihood Ratio	2.295	6	.891
Linear-by-Linear Association	.360	1	.549
N of Valid Cases	33		

a. 10 cells (83.3%) have expected count less than 5. The minimum expected count is .12.

The Chi square table significant value obtained is 0.943 which is greater than 0.05 thus, we reject NULL hypothesis and accept Alternative hypothesis. There is a significant relation between the type of organization and the training program rating.

2) **Significant association between the type of organization and the satisfaction level of the employees towards effectiveness of the training program.**

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.310 ^a	9	.605
Likelihood Ratio	9.178	9	.421
Linear-by-Linear Association	.001	1	.975
N of Valid Cases	33		

a. 15 cells (93.8%) have expected count less than 5. The minimum expected count is .61.

The Chi Square table significance value is 0.605 which is greater than 0.05 thus, reject NULL hypothesis and accept Alternative Hypothesis. There is a significant association between the type of organization and the satisfaction level of the employees towards effectiveness of the training program.

3) **Significant association between the type of organisation and extent of execution post training**

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.255 ^a	4	.262
Likelihood Ratio	4.986	4	.289
Linear-by-Linear Association	3.649	1	.056
N of Valid Cases	33		

a. 6 cells (66.7%) have expected count less than 5. The minimum expected count is 1.64.

The Chi Square table significance value is 0.262 which is greater than 0.05 thus, reject NULL hypothesis and accept Alternative Hypothesis. There is a significant relation between the type of organisation and extent of execution post training.

Hypothesis Testing using Anova:

1) **Significant relation between employee satisfaction and employee performance**

For Signode India

ANOVA

Q2	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.523	2	1.262	1.934	.155
Within Groups	32.609	50	.652		
Total	35.132	52			

From the above table data, it can be inferred that the F-test value obtained is 1.934 whose significant value is 0.155 which is greater than 0.05. Thus, reject NULL hypothesis and accept Alternative hypothesis. There is a significant relation between employee satisfaction and employee performance.

For Sanjay technical:

ANOVA					
q1s	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.720	2	1.860	1.651	.209
Within Groups	33.795	30	1.126		
Total	37.515	32			

From the above table data, it can be inferred that the F-test value obtained is 1.651 whose significant value is 0.209 which is greater than 0.05. Thus, reject NULL hypothesis and accept Alternative hypothesis. There is a significant relation between employee satisfaction and employee performance.

2) Significant relation between training towards employee and organisation development to employee morale

For Signode India

ANOVA					
Q2	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.604	1	4.604	.269	.606
Within Groups	872.189	51	17.102		
Total	876.792	52			

From the above table data, it can be inferred that the F-test value obtained is 0.269 whose significant value is 0.606 which is greater than 0.05. Thus, reject NULL hypothesis and accept Alternative hypothesis. There is a significant relation between training towards employee and organisation development to employee morale.

For Sanjay Technical

ANOVA					
q2m	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.915	2	.458	2.984	.066
Within Groups	4.600	30	.153		
Total	5.515	32			

From the above table data, it can be inferred that the F-test value obtained is 2.984 whose significant value is 0.066 which is greater than 0.05. Thus, reject NULL hypothesis and accept Alternative hypothesis. There is a significant relation between training towards employee and organisation development to employee morale.

3) Significant relation between employee satisfaction and knowledge acquired

For Signode India

ANOVA					
q2s	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.922	2	.461	.672	.515
Within Groups	34.286	50	.686		
Total	35.208	52			

From the above table data, it can be inferred that the F-test value obtained is 0.672 whose significant value is 0.515 which is greater than 0.05. Thus, reject NULL hypothesis and accept Alternative hypothesis. There is a significant relation between employee satisfaction and knowledge acquired

For Sanjay Technical

ANOVA					
q1s	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.207	3	2.069	1.916	.149
Within Groups	31.308	29	1.080		
Total	37.515	32			

From the above table data, it can be inferred that the F-test value obtained is 1.916 whose significant value is 0.149 which is greater than 0.05. Thus, reject NULL hypothesis and accept Alternative hypothesis. There is a significant relation between employee satisfaction and knowledge acquired

4) Significant relation between how well the training programs organised to better understanding of the job function

For Signode India:

ANOVA					
Q2	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.208	2	3.104	5.562	.007
Within Groups	27.905	50	.558		
Total	34.113	52			

From the above table data, it can be inferred that the F-test value obtained is 5.562 whose significant value is 0.007 which is less than 0.05. Thus, accept NULL hypothesis and reject Alternative hypothesis. There is no significant relation between how well the training programs organised to better understanding of the job function.

For Sanjay technical

ANOVA					
q2	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.277	3	2.092	1.358	.275
Within Groups	44.692	29	1.541		
Total	50.970	32			

From the above table data, it can be inferred that the F-test value obtained is 1.358 whose significant value is 0.275 which is greater than 0.05. Thus, reject NULL hypothesis and accept Alternative hypothesis.

5) Significant relation between satisfaction of the employee to training helpful for promotion

For Signode India:

ANOVA					
q1s	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.546	3	.515	1.838	.153
Within Groups	13.737	49	.280		
Total	15.283	52			

From the above table data, we can infer that the F-test value obtained is 1.838 whose significant value is 0.153 which is greater than 0.05. Thus, we reject NULL hypothesis and accept Alternative hypothesis. there is a significant relation between satisfaction of the employee to training helpful for promotion

For Sanjay Technical:

ANOVA

q2

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.104	4	3.276	3.758	.014
Within Groups	24.411	28	.872		
Total	37.515	32			

From the above table data, it can be inferred that the F-test value obtained is 3.758 whose significant value is 0.014 which is less than 0.05. Thus, accept NULL hypothesis and reject Alternative hypothesis. There is a significant relation between satisfaction of the employee to training helpful for promotion.

FINDINGS:

Findings from Chi-square test:

Null Hypothesis	Sig. value	Result
H0: there is no significant association between type of organisation and rating of the training programs organised	0.943	Rejected
H0: there is no significant association between the type of organisation and extent of execution post training	0.262	Rejected
H0: There is no significant association between the type of organization and the satisfaction level of the employees towards effectiveness of the training program.	0.605	Rejected

Findings from Anova test:

Signode

Sanjay Tech

Null Hypothesis	Sig. value	Result	Sig. value	Result
H01: There is no significant association between satisfaction on training effectiveness and employee performance	0.155	Rejected	0.209	Rejected
H02: There is no significant association between training towards employee and organisation development to employee morale	0.606	Rejected	0.066	Rejected
H03: There is no significant association between satisfaction on training effectiveness and knowledge acquired	0.515	Rejected	0.149	Rejected
H04: there is no significant association between how well the training programs organised to better understanding of the job function	0.007	Accepted	0.275	Rejected
H05: there is no significant association between satisfaction on training methods to training helpful for promotion	0.153	Rejected	0.014	Accepted

CONCLUSIONS:

After conducting the survey and analysing the data collected, it can be concluded that:

- Both the organizations employees agree that the training program is conducted as a part of organizational strategy and has clear objectives and purpose.
- The training programme organized helps in increasing skill, knowledge, and ability. The candidates for the training session should be selected according to the need analysis which will provide an opportunity to every employee who is really in need of the training. This will benefit the organization as well as the employees.
- The study concludes that in both the companies the satisfaction on training effectiveness is dependent on employee performance.

- The study concludes that in both the organizations the training towards employee and organization development improves employee morale.
- In both the organizations the employee satisfaction on training effectiveness is dependent on knowledge acquired.
- In Signode India how well the training programs are organized has no effect on better understanding of the job function whereas in Sanjay Technical the better understanding of the job function is dependent on better organization of the training programs.
- In Signode India there is a significant association between satisfaction on training methods to training helpful for promotion whereas in Sanjay technical there is no such relation.
- Finally, it can be concluded that the organization should become a learning platform where the learning is encouraged by both the stake holders and the employees. Therefore, it is important for the organization to implement a proper learning process. On a broad picture the employees of both organizations are satisfied with the current training programs which is analyzed through various statistical tools.

SUGGESTIONS:

- The employees must be given enough training materials for their needs. So that, they could refer it, whenever they require it.
- Since the employees are continuously involved in the production, they can be given training programs related to their personality or how to balance their work life with personal life.
- The results of the findings have indicated that the training and development has an effect on the employee performance and organizational effectiveness thus have the training procedures have to be set according to the need-based requirements time to time.
- After the completion of the training programme should take feedback from candidates about training. That will help organization to organize training more effectively in the future.
- Sanjay technical must include safety training in their training program to enhance their employee safety and employ new and different trainers from outside the company so the impact of training programs can be maximized.

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